

16 July 1970

MEMORANDUM FOR: Executive Director

SUBJECT: Speaking Commitments of Senior CIA Officials

1. The Director of Training has reported that the three top Agency officers made at least 22 speaking appearances at U. S. Government service schools (War Colleges, Senior Seminar and FEI) during FY 1970. This was an increase from 14 such appearances in FY 1969. In addition the DDCI and the Executive Director have shared responsibility for hosting the nine annual sessions with the Brookings groups of business executives. The DDCI has also in the last year addressed the Armed Forces Staff College (twice), the DIA Intelligence School (twice) and the National Interdepartmental Seminar (FSI).

2. Since the Director desires to limit the number of his speaking engagements and those of the DDCI and Executive Director, I suggest that guidelines be established which reduce or eliminate acceptance of commitments to speak to relatively junior Government employees outside the Agency. There are likely to be exceptions to any rule, but acceptance of such guidelines should furnish a rational basis for limiting commitments.

3. I suggest that the Director concentrate on the Senior Seminar and the National War College classes. The Deputy Director should concentrate on classes at the three Service Colleges and the Industrial College of the Armed Forces. The Executive Director would be the principal officer for handling the FEI and Brookings engagements (nine Brookings sessions annually), although he would split these with the DDCI. In practice, all the above speaking engagements should continue to be shared among the top three officers depending on timing, circumstances, and the Director's preference. The main change would be to shift those commitments not mentioned above to other Agency officers or discontinue them.

4. One of the factors contributing to the increased number of demands on the DCI, DDCI and ExDir is the sponsorship of annual "Strategy Seminars" by the National War College and the three Service War Colleges. Each year War Colleges invite the Director to speak to their seminars. The National War College holds the "Defense Strategy Seminar" in June for senior Reserve and National Guard officers together with a smaller number of regular officers from the Services. The current National War College class does not participate. The Strategy Seminars at the Service War Colleges generally include the War College class plus about one hundred distinguished guests from all walks of life -- business, the professions, press, clergy, local government, etc. These groups could be important from a public relations standpoint because the guests can carry an impression of the Agency back to their home communities. For this reason it is desirable that the Agency be represented by a knowledgeable and senior speaker if the invitation to address the seminar is accepted. On the other hand, the subjects which the seminar staffs propose for Agency speakers are not always suitable, and the participation of outside guests (they are given nominal Secret clearances) limits the quality of information that can be used in addressing the seminars. On balance, I do not believe that there is sufficient advantage to the Agency to warrant acceptance of speaking engagements at the seminars by the DCI, DDCI or ExDir. I also question whether the Agency should participate on any level in what are essentially Service public relations activities. If we do participate, the Agency speaker should talk on a subject such as "The Role of Intelligence in the National Security Process" and generate some public relations in the Agency's interest.

5. Another marginal commitment is the semiannual engagement at the Armed Forces Staff College. It is unnecessary for the top three Agency officers to speak there. General Cushman served on the faculty and has a personal interest in the school. I believe, however, that this is a commitment that should be shifted to the Deputy Director or Office Director level.

6. I do not recommend that the DCI, DDCI or ExDir accept invitations to address the DIA Intelligence School graduates, the National Interdepartmental Seminar for training officers (FSI), or the various Agency orientation programs for NSA, JCS/DIA, Project Useful, etc. Assignment of speakers at the above courses should be recommended by the Director of Training from a roster of Agency speakers and approved by the Executive Director.

7. The above suggestions will reduce considerably the involvement of the DCI, DDCI and ExDir in outside speaking commitments and concentrate their effort where the benefit to the Agency is highest and most immediate. The next requirement is to develop a stable of senior speakers at the Deputy Director and Office Director level who can speak knowledgably and effectively about the Agency and the role of Intelligence in the policy-making process, as well as on matters of substance. R. J. Smith has had considerable experience in this and he is excellent. Ed Proctor has done some of this as well. Carl Duckett is very good. Bruce Clarke generally talks about substantive matters, but his presence is excellent and he should be able to handle general presentations very well. Dick Lehman and Hank Knoche could probably be brought into a more active speaking role. [redacted] Harry Eisenbeiss, [redacted] have had broad general experience and have the temperament to represent the Agency effectively as speakers. These officers are sufficiently close to the main stream of Agency work to speak knowledgably and authoritatively about the workings of the Intelligence Community and its role in support of policy. The Deputy Directors should be asked to recommend the candidates for speaking assignments. They know their people, and their support is essential for the best results. Briefing officers from the Office of Training could assume responsibility for more of the Agency's orientation briefing commitments. In this connection it is important that the Office of Training briefers take pains to keep abreast of the latest developments in the Agency's support to the Government's national security mechanism. This is a dynamic process, and it is essential that the briefings be up to date.

8. While the burden of outside speaking engagements should be reduced for top Agency officers, it is essential that the DCI, DDCI and ExDir continue their efforts to come in contact with Agency employees in forums such as the Mid-Career Course and the MAG.

9. If you approve the approach outlined above, the attached memorandum for your signature presents the Director with a basis for allocation of speaking commitments among senior Agency officers.

[redacted]
EA/DDCI

Attachment as stated.